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AUSTRALIAN MILITARY FORCES CANBERRA PSYCHOLOGICAL RE--ETC F/8 5/9
ABSTRACTS OF REPORTED AUSTRALIAN MILITARY STUDIES ON MANPOWER A--ETC(U)
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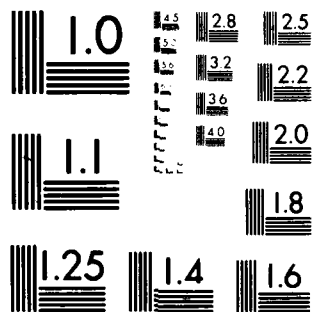
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ABSTRACTS OF
REPORTED AUSTRALIAN MILITARY STUDIES ON
MANPOWER ATTRACTION, RETENTION
AND ATTRITION

Compiled by

CAPT I.D. JOHNSTON

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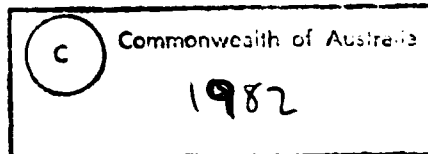
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Abstract

A collection of abstracts of research projects dealing with manpower attraction, retention and attrition in the Australian Armed Forces is presented. The report is presented in three sections headed respectively, Manpower Attraction, Retention and Attrition, however because of the interrelatedness of these areas many of the reports could conceivably be classified under more than one section. This has not been done. Rather it was attempted to classify each report under the heading most suited to the bulk of the report content.

This report does not pretend to be a complete summary of all relevant research conducted. Rather it contains abstracts of those reports readily available through military channels. Reports previously listed in D.J.Flores, ATTRITION - An Australian Annotated Bibliography, in most cases have not been included. Some of the reports are classified and as such are available only within Australia. They are marked as such. Other reports while not classified, have a restricted distribution. Any application for these reports will be considered.

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Part 1

MANPOWER ATTRACTION

OPEN ENDED ENGAGEMENTS. Canberra, Australia: Directorate of Personnel Plans, February 1978.

BISHOP W. H. MAJ

Examines the need to change the terms of engagement for soldiers and describes the open ended engagement solution.

COMMITTEE OF ENQUIRY INTO THE CITIZEN MILITARY FORCES REPORT MARCH 1974. Canberra, Australia: Australian Government Publishing Service, 1974

COMMITTEE OF ENQUIRY INTO THE CITIZEN MILITARY FORCES, MILLAR T. B. (CHAIRMAN)

TERMS OF REFERENCE
FOR THE COMMITTEE OF INQUIRY INTO THE CMF

1. The following are the Terms of Reference for the Inquiry as approved by the Minister for Defence:

- a. To report on the role of Citizen Military Forces as part of the Australian Army in the strategic circumstances of the 1970s and 1980s.
- b. To report on the military capabilities and specialist support which could be efficiently and economically provided to the Australian Regular Army by Citizen Military Forces as at present constituted.
- c. To report on the circumstances in which Citizen Military Forces may be called on to serve in the future, the roles they might be given in such circumstances and how these roles would be shared with other service or civilian organizations.
- d. To report on the geographical location of citizen forces and the cost-effectiveness of maintaining the CMF in sparsely populated regions.
- e. Having regard to the above, the Committee is required to estimate what conditions of service, forms of training, structure and discipline would increase the willingness of young men and women to participate voluntarily and effectively in CMF activities, and the extent of that increase.
- f. In the light of the foregoing to review:
 - (1) the present support including equipment given to the Citizen Military Forces by the Australian Regular Army and to recommend any changes;
 - (2) the present co-operation and contributions required of employers and to recommend any changes;
 - (3) the present form of training undertaken by the Citizen Military Forces and any variations that should be made;
 - (4) whether the present title of "Citizen Military Forces" is appropriate in the light of the Committee's findings;
 - (5) the CMF organizational structure intended under the Army's reorganization, in order to define where the former may be inconsistent with the recommendations being made by the Committee;
 - (6) parallel with (5), the structure (including rank structure) appropriate to the envisaged roles and strength of the CMF;
 - (7) any other measures considered to contribute to the efficiency and attraction of the CMF to potential recruits together with measures aimed at retaining serving members.

2. After these Terms of Reference were approved, the Minister also asked the committee to undertake a full examination of the usefulness and cost of the Australian Cadet Corps and to form an opinion whether or not the continued maintenance of the Army school cadet system is justified.

A REVIEW OF THE EMPLOYMENT OF ABORIGINES AS MILITARY AUXILIARIES DURING WORLD WAR II.
Canberra, Australia: Directorate of Personnel Plans, August 1981.

COOK R. J. MAJ

This paper lists the lessons learned from the employment of Aborigines as military auxiliaries during World War II.

PRELIMINARY RESULTS OF AN AUSTRALIA WIDE SURVEY OF SERVING ARES SOLDIERS ON THE ISSUE OF RETENTION. Sydney, Australia: HQ Field Force Command, Dept of Defence (Army) September 1979.

2 DIV FIELD FORCE GROUP

This nationwide survey (N = 6205) gathered background information, attitude measures and investigated specific issues like training, satisfiers and dissatisfiers, pay administration, equipment, time demands, leadership and selection.

Results indicated that: both stayers and leavers saw the Army Reserve as worthwhile; stayers saw it more as a career; and stayers saw the Army Reserve as more efficient. The main reasons for leaving were - job change or increased job demands, and reported bad management in the Army Reserve. The major attitude differences of stayers and leavers concerned - time demands were more excessive for the leavers, training was not realistic enough for the leavers and stayers and leavers stressed the need for improvement in training, equipment and administration in that order.

WHY CHOOSE THE CMF? AN INVESTIGATION OF THE MOTIVATION OF MALE APPLICANTS FOR THE CITIZEN MILITARY FORCES. Submitted as a partial requirement for the degree of Master of Science at the University of Queensland, December 1977.

GALLIMORE J. A.

Few studies to date have examined the motivations of men to join the Citizen Military Forces (CMF), and none has compared these motivations with those to join the Australian Regular Army (ARA). In addition, the subjects of previous studies have come from the enlisted population rather than from the applicant population, and this is unsound methodologically. Reviewing these previous studies, together with the literature concerning motivations to seek a primary or secondary job, suggested that the motivations for enlisting in the CMF may be different from the reasons for joining the ARA. It was recognized, however, that differences may exist between Army service and other forms of employment. Research of achievement and affiliation needs within organizations further indicated that these may be relevant variables to be considered.

Motivation for enlistment and needs for achievement and affiliation were assessed for groups of CMF and ARA male, general recruit applicants in eastern Australia. In addition, satisfaction with civilian work and the expectations regarding Army service were measured, and biodata and selection test scores were included in the analysis.

The results demonstrate that CMF service is, in some respects, unique. Motivations for enlistment are different from reasons for seeking a more traditional second job, as well as different from the reasons for seeking a more traditional second job, as well as different from the reasons for joining the ARA. The CMF applicant is more motivated by the opportunity to improve himself whilst doing something exciting and varied. Social reasons are of secondary importance, while pay is least. Concrete, short-term reasons for joining are of similar importance to more abstract, longer-term reasons. The implication of this is that, unless extrinsic rewards satisfactorily compensate the person for the demands the Army makes of him, enlistment will not be sought, or will not be lasting.

CMF applicants are normal achievers of above average ability, and they have attained satisfactory levels in education and employment. Expectations regarding how well applicants believed the CMF would be run are relatively low, and this is interpreted as reflecting the applicants' first impressions of the CMF organization.

The ARA applicant, having previously underachieved at school and at work, is seeking a career and the opportunity to better himself educationally and occupationally. Money is more important to him than is comradeship, although it was found that he expected to find quite a lot of comradeship. ARA applicants generally view their future service as being longer-term than do CMF applicants, and they are more motivated by less concrete, more diffuse reasons than are CMF applicants. They do, however, also seek adventure, excitement and travel.

The strength of affiliative tendencies is the same for both samples, but is above the population mean. CMF applicants are less sensitive to rejection, indicating that they are not as concerned as ARA applicants are about expressing or eliciting negative feelings.

The implications of the results for the advertising for, and selecting and training of soldiers are considered, and related to the retention of members. Some extensions for further research are discussed.

REVIEW OF ENLISTMENT PROCEDURES. Canberra, Australia: Defence Force Recruiting Branch, June 1977.

HIRST E. D.

Restricted to distribution within Australia.

THE JOB ATTRactions, NON-ATTRactions AND EARLY IMPRESSIONS OF A NAVAL APPRENTICESHIP. HMAS Nirimba, Australia, April 1981.

HODGE T. P.

This study seeks to:

- a. identify the attractive and unattractive features of Naval Apprenticeship;
- b. attempt to describe the nature of the application;
- c. record the early impressions of Navy life among a group of new NA's;
- d. investigate a number of specific issues and questions raised by a large number of post-Selection Board withdrawals.

AN INVESTIGATION INTO "FAIL TO REPORT" (FTR) APPLICANTS FOR MALE GENERAL ENLISTMENT TO THE AUSTRALIAN ARMY. Submitted at the University of Adelaide in partial fulfillment of the requirements for the award of Diploma in Applied Psychology, August 1978.

NESBITT K. W. CAPT

A considerable proportion of applicants to the Defence Forces do not complete their enlistment because they "fail to report" (FTR) for initial processing. Little research is reported in the area and this exploratory study was designed to examine the FTR applicants for an Australian sample of Male General Enlistment (MGE) applicants to the Army. The data available for each applicant came from Recruiting Office records, completed application forms and a questionnaire administered at the point of application. All FTR applicants were offered a subsequent test appointment and records were kept of their reaction to and attendance (if appropriate) at this second session. For both sessions, if a subject did not report, it was determined whether he gave a reason for his absence or not. The aim of this study was to report the proportion of FTR subjects in the defined groups, examine any differences on biographical and other variables between these applicants and those who reported and test the extent to which these differences were useful in discriminating individual FTR subjects from the reporting applicants. The subjects consisted of 1626 MGE applicants to the Army, of whom 345 failed to report for initial processing. Of these 345 applicants, 76 accepted the offer of a subsequent processing appointment. An analysis of the FTR grouping showed that a significantly large proportion of those who gave no reason for their absence at initial processing, withdrew their applications (231 out of 265: 87%) and that the FTR rate amongst those who accepted a second appointment was significantly higher than the rate at the first session (37% compared with 21%). For six of the nineteen variables available for study, significant mean differences were found between the FTR groups and the reporting applicants. These differences were in age, educational level, two employment history variables, the method of initial contact with the Recruiting Office and previous full time Army service. Discriminant Analysis showed that it was not possible to identify individual FTR applicants from others, on the basis of the variables available for study. The implications of the results for the follow up of FTR are discussed, as are possible explanations of the differences found. On the whole, these explanations relate more to organisational, rather than individual, characteristics. It is concluded from this evidence, that the FTR applicant should not be intensively followed up and potentially fruitful areas for further research are suggested.

ATTITUDE OF NATIONAL SERVICEMEN TO ENLISTMENT IN THE REGULAR ARMY. (Research Report 3/67) Melbourne, Australia: 1st Psychological Research Unit, July 1967.

OWENS A. G. LTCOL

In this study attitudes to enlistment of 1295 National Servicemen from 7 intakes, serving in AUSTRALIA, VIETNAM and MALAYSIA were examined. It has been shown that attitude to enlistment in the Regular Army varies with length of service. Approximately 16 - 17% of men show positive attitudes to engagement during the first three months of service. This figure drops sharply after this period and levels off at a gradually declining rate after 6 months until it reaches approximately 4% in the last three months of service. These estimates were based on three highly correlated questions on enlistment intentions in a larger attitude survey. The final estimate of approximately 4% likely enlistment intention is based on results from the most valid and conservative of the three questions from those serving the last six months of their term. The figure of 16 - 17% with positive attitudes during the first 3 months service can be regarded as the upper limit of the potential recruiting market from National Servicemen.

No significant difference in enlistment attitude between those serving overseas and those in AUSTRALIA has been demonstrated.

Those positively interested in ARA enlistment tend to be men from lesser skilled civilian occupations, without education beyond Intermediate Certificate level, unmarried, and with civilian salary expectations below that to be expected if they enlist.

Some of those indicating interest in a service career may tend to wait until some time after their period of service before making their enlistment move. In such a case 4% would be an overestimation of those likely to join during service which would not be realized for some time after the National Service period.

Problems relating to attitudes of National Servicemen to the Army and the motivations underlying the reasons for engagement or discharge, in terms of family responsibilities, comparative career prospects in status and development, intrinsic job satisfaction, and administrative climate are left to later reports. However based on the results so far obtained and other considerations some recommendations and suggestions for recruiting are given in an Addendum.

RESERVED OCCUPATIONS AND MOBILIZATION. Canberra, Australia: Army Reserve Staff Group, March, 1981.

PALMER C. N. L. LTCOL

Restricted to distribution within Australia.

THE POTENTIAL FOR RECRUITMENT OF VOLUNTEERS FOR THE AUSTRALIAN DEFENCE FORCES OVER THE PERIOD 1980/2000: A STATISTICAL REVIEW. Canberra, Australia: Reserve Staff Group, 1980.

LAMOND T. W. CAPT

A statistical review of the principal socio-demographic factors affecting recruiting, intended as a basis for additional specific and detailed studies of further aspects of recruiting personnel for the Australian Defence Forces.

A COMPARISON OF CIVILIAN AND SOLDIER ATTITUDES TOWARDS THE AUSTRALIAN ARMY. (Research Report 57) Melbourne, Australia: 1st Psychological Research Unit, November 1965.

SALAS R. G. MAJ

1. Civilian and soldier attitudes towards the Australian Regular Army are discussed following analyses of their responses over the same pool of opinion statements.
2. Analyses were conducted under five broad headings, viz., "Occupational", "Identification", "Mystique", "Personality" and "Experimental".
3. It was concluded that:
 - a. the occupational status of the Army is not perceived as high by either the civilian or the soldier group although as an institution and community defender the Army is favourably perceived
 - b. a "patriotic" variable is apparent in the responses of both groups but it appears more consistently and strongly in the soldier sample
 - c. the image of the Army as a socializing-resocializing institution is strongly held by both the civilian and the military groups
 - d. a major difference between the civilians and Regular soldiers appears to be the readiness of the latter to consider military service as a long term career. An important factor influencing the civilians in this sample against enlistment is the contractual aspect of Army service
 - e. the masculine image of the Army may be a factor of weight in assessing motivation to join the Army.
4. Throughout the Report suggestions of likely relevance to recruiting publicity have been made where applicable.

A WORKING PARTY REPORT ON EMPLOYMENT OF WOMEN IN THE AUSTRALIAN DEFENCE FORCE. Canberra, Australia: Service Conditions Branch, May 1975.

SERVICE CONDITIONS BRANCH, DEPT OF DEFENCE

Restricted to distribution within Australia.

CONTRACT EMPLOYMENT: WHAT ARE THE ALTERNATIVES? Submitted in partial fulfillment of the requirements for the degree of Master of Science in Management to the Naval Post Graduate School, Monterey, California: December 1975.

SPENCE P. J. CAPT

Military contractual employment is viewed from two aspects. Firstly, attitudes, survey results and previous studies are examined to discover individual attitudes to contractual terms. Secondly, models of contractual terms are examined to determine effectiveness matched against cost. The study also acknowledges other elements that affect contractual employment, such as vocational choice, legal environment and social norms prevailing. The study concluded that although there are strong arguments for reducing or eliminating contracts (for enlistment/re-enlistment incentives), the necessity to recoup training and equipping costs remains an overriding consideration. To this end a minimum term of enlistment remains necessary.

Part 2

MANPOWER RETENTION

SURVEY OF ATTITUDES AND OPINIONS FOR THE REGULAR OFFICER DEVELOPMENT COMMITTEE. Canberra, Australia: 1st Psychological Research Unit.

ARMSTRONG D. J. A. LTCOL
BATE J. A. MAJ
MILLER A. D. MAJ

In late 1976, approval was given for the formation in 1977 of a committee, The Regular Officer Development Committee (RODC), the tasks of which were stated as: "To examine all phases in the development of Regular Army Officers from first appointment to the point of promotion to Colonel."

In planning the establishment of the Committee, it was decided to conduct a survey of Army Officers to gain an indication of their attitudes and opinions about issues related to areas of concern to the Committee. The survey was conducted and reported on by the 1st Psychological Research Unit. A number of reports were produced under the general title above. Specifically these reports were as follows:

- a. Pilot Study Conducted at Australian Staff College. (Research Note 17/76), November 1976
- b. Results from the Australian Regular Army Officer Sample. (Research Note 1/77), February 1977
- c. Results from the A and T Sample. (Research Note 2/77), April 1977
- d. Results from the Officer Cadet School Sample. (Research Note 3/77), March 1977
- e. Influence Upon Responses of the Rank of the Respondent. (Research Note 4/77), July 1977
- f. Results from the Royal Military College Sample. (Research Note 8/77), March 1977
- g. Influence Upon Responses of Source of Officer Training. (Research Note 11/77), March 1977
- h. An Examination of Preferences of Royal Military College Graduates for Obtaining Tertiary Education. (Supplement to Research Note 11/77)
- i. Influence Upon Responses of Current Employment Area. (Research Note 13/77), July 1977
- j. Influence Upon Responses of the Current Appointment of Respondents. (Research Note 14/77), May 1977
- k. Examination of the Influence Upon Responses of the Corps Affiliation of Respondents. (Research Note 15/77), August 1977
- l. An Examination of the Effects of Age and Length of Service Upon Responses from the LTCOL Sample. (Research Note 16/77), November 1977
- m. Results from the Female Officer Sample. (Research Note 19/77), November 1977
- n. Examination of Differences Between WRAAC and RAANC Responses in the Female Survey. (Research Note 21/77), December 1977
- o. Examination of the Effect of Seniority Upon Responses to the Female Survey. (Research Note 22/77), January 1978

INTERIM REPORT OF INVESTIGATION INTO ABSENCE WITHOUT LEAVE. (Research Report No.1) Melbourne, Australia: 1st Psychological Research Unit, May 1954.

COX F. N. MAJ

The rejection of recruits with Selection Group (SG) ratings of 4 and below was correlated with a decrease in the incidence of minor AWOL. The attempt to isolate personality and situational factors associated with major and/or minor AWOL yielded largely negative results. In general the results offered no real hope of discriminating between delinquent and other soldiers. This was attributed to the unreliability of the recorded information and the research approach adopted.

SECOND REPORT ON ABSENCE WITHOUT LEAVE. (Research Report No. 17) Melbourne, Australia: 1st Psychological Research Unit, May 1955

COX F. N. MAJ

Attempts to overcome the methodological difficulties associated with a previous AWOL investigation (Cox 1954) by outlining a new research approach and presenting some preliminary findings. Suggestions for further research are discussed.

ARMY RESERVE STUDY ON TURNOVER IN COMMUNITY ORGANISATIONS. Directorate of Reserve Studies,
January 1982.

DIRECTORATE OF RESERVE STUDIES

The Army Reserve Study on Turnover in Community Organisations was initiated by Reserve Branch, Army Office and was undertaken by an officer of the Reserve Staff Group (now Directorate of Reserve Studies). The object of the study was to validate the assertion that "high turnover of members is a feature of most voluntary organisations in the community, not just ARES".

The report discusses the influence on voluntary organisations of the highly mobile Australian workforce, labour mobility in firms, the attitude of volunteers themselves, both as individuals and as groups, and the general motivation of people in the community to leisure activities during the life cycle. Only limited statistical evidence could be found following library searches and discussions with experts so largely qualitative information is presented in the report.

It is believed the assertion has been validated although it is difficult to make direct comparisons. The ARES would appear to have a very reasonable turnover by Australian and overseas standards for voluntary organisations. The major factor to be recognised is that members of the Reserve are predominately from the most unreliable group of volunteers in a democratic society - young males and females between the ages of 17 and 24. The report identifies action taken by community work and non-work organisations to reduce turnover, for possible application in the Reserve.

ATTITUDE SURVEY OF SERVING CMF SOLDIERS IN EASTERN COMMAND. Sydney, Australia: HQ Eastern Command, 1963.

HQ EASTERN COMMAND

An attitude survey of serving CMF Soldiers aimed at determining causes of satisfaction and dissatisfaction which may lead to a member's decision to continue serving or to leave the service. A random survey of 659 respondents was used and this was approximately 10% of the serving strength of the time.

The main factors which distinguish soldiers not intending to re-engage or doubtful about re-engaging (the "non committed" group) from those intending to re-engage (the "committed" group) were varied and encompassed general attitudes, background factors, training, enlistment expectations, leadership, discipline and ARA cadre.

There emerged a picture of CMF service being for many an experience hedged about with frustrations of a major and minor nature which those soldiers who serve on continue to accept for the sake of the intrinsic satisfactions they derive from CMF service. Perhaps the main differentiating factor in many cases between those who continue to serve and those who take their discharge lies in certain temperamental characteristics of the individual in what may be described by the term "frustration tolerance".

Specific recommendations on factors within unit control concerned selection standards; the requirement to ensure that recruit training was interesting, adequate and had continuity; officer and NCO's should be thoroughly trained and given the opportunity to gain first hand experience of the subject; they are required to teach; discipline standards should be clearly defined, made known to all and consistently maintained.

OTHER RANK RETENTION IN THE ARMY RESERVE. Brisbane, Australia: HQ 1 Division, 1977.

HQ 1 DIVISION

This study used the expert panel technique which toured units to conduct structured interviews of a stratified sample of other rank personnel. The major reasons for members electing discharge were centred around training and administration factors. Other reasons used by members to elect discharge but in the project team's opinion not wholly applicable in a significantly high proportion of instances were employer resistance, social acceptance, work commitments and promotion attitudes.

Reasons for discharge which centred around training highlighted the fact that it needed to be constructive, progressive and assessed. The panel felt that individual soldiers need to "show" their skills and have them publically assessed. They felt that the recruits expect regular discipline, need to know where they stand and desire regular and well organised parades. It was felt that there was a need for sequential training programmes and in particular, the high recruit expectations associated with the completion of basic training courses needs to continue to be met. It was also felt that the repetition of training needs to be overcome by units forming IET wings. Difficulties experienced with instruction were highlighted particularly the need to build on recruit course enthusiasm. It was felt that there was a need for peer group support on the soldiers return from basic recruit courses. The quality of equipment and its affect on the training function was highlighted, particularly the requirement for planning and maximum utilisation of limited resources.

The administration and organisation of many Army Reserve units was criticised and these were essentially reduced into three major areas of grievance. Although pay was not perceived to be an issue, its effective administration was. In itself money was not seen to be a major incentive for remaining within the Army Reserve. Again, poor unit administration of the central clothing system and its administration was criticised. Finally, the use and complexity of parade cards and their interpretation was a source of some grievance.

STAFF EMPLOYMENT PREFERENCE FACTORS. Canberra, Australia: Directorate of Personnel Plans, February 1981.

JANS N. LTCOL

A study of the perceptions which young GSO have of the seven major staff employment areas has shown that some areas have clearly favourable images whilst others' attributes are less well known. The most important attributes which young officers look for in staff employment areas are job satisfaction and interest, the offer of good career prospects, variety of work and family stability.

Operations and Force Development has the most favourable image for officers overall. Personnel Management and Training Management also have clearly positive images. The other staff employment areas' images are not as favourable for the group as a whole, but this is probably due to acknowledged ignorance of their natures as well as negative impressions: those employment areas which do not have clearly favourable images have "vague" images rather than unfavourable ones. This is not surprising, since Operations, Personnel and Training are much more visible to the young officer than are the others. This phenomenon merely emphasizes the need for suitable information to be made available to young officers as part of the career planning process.

REGULAR SOLDIERS CAREER DEVELOPMENT REVIEW - OVERALL REVIEW OF ATTITUDES AND OPINIONS OF REPRESENTATIVE ARMY SAMPLE. (Research Report 5/80) Canberra, Australia: 1st Psychological Research Unit, March 1981.

KELLEY J. W. MAJ

A survey was conducted on the attitudes and opinions of soldiers in the Australian Regular Army on various factors relating to their careers. The survey covered the areas of recruiting, allocation, employment categories, training, promotion, education, performance appraisal, roles of Head of Corps and Central Army Records Office (CARO) and manpower planning.

The survey was conducted at the request of the Regular Soldier Career Development Review (RSCDR).

The samples of NCO and PTE soldiers were combined to form a representative Army sample. The results of the survey using this Army sample are given in this report.

The results are discussed in terms of general percentages of responses in different categories. No attempt is made to show the effects of rank, age, length of service etc on response patterns in this report.

THE PRIMACY OF AGE AS A BACKGROUND FACTOR IN RE-ENGAGEMENT. (Research Report 1/72) Melbourne, Australia: 1st Psychological Research Unit, January 1972.

O'GORMAN J. G. CAPT

The study examined the relationship of the objective factors of age, rank, length of service, Corps membership, marital status and number of dependent children to intention to re-engage or seek discharge among 1320 male other ranks of the Australian Regular Army (ARA). A multiple regression analysis indicated that following the contribution of age to variance in the re-engagement criterion ($R = 0.28$) increase in predictive power with inclusion of the other objective variables was negligible. The study replicates and extends previous findings on the relationship of objective factors to re-engagement among ARA soldiers.

REVIEW OF RESEARCH ON RE-ENGAGEMENT AMONG AUSTRALIAN REGULAR ARMY OTHER RANKS. (Research Report 2/72) Melbourne, Australia: February 1972.

O'GORMAN J. G. CAPT

The report reviews evidence from nine studies on the biographical and motivational correlates of re-engagement among Australian Regular Army (ARA) other ranks. The studies used structured and open-ended questionnaires and interviews on samples of soldiers ranging in size from 126 to 1495 drawn at random from the total ARA population or due for discharge within a fixed period. Of the large number of background factors considered in relation to re-engagement only age and the service category chosen appear significant. Pay and Postings are thought to be the major reasons for discharge for serving and exiting other ranks and by experienced senior officers and interviewing psychologists. Of greatest significance for re-engagement is the degree of satisfaction with service life expressed by the soldier on a 14 item Satisfaction Questionnaire (SQ). Correlations of score on the SQ with indices of re-engagement average around 0.5. The report notes the lack of consideration in the studies of economic conditions and the lack of a theoretical rationale for the selection of variables. Suggestions are made for future research.

THE PREDICTION OF RE-ENGAGEMENT AMONG OTHER RANKS OF THE AUSTRALIAN REGULAR ARMY IN THEIR FIRST TERM OF SERVICE. (Research Report 3/72) Melbourne, Australia: 1st Psychological Research Unit, March 1972.

O'GORMAN J. G. CAPT

Two samples (N = 236 and N = 254) of Australian Regular Army other ranks in their first term of service were employed in a study of the prediction of re-engagement from the variables of age, rank, attitude of wife or girlfriend to the Service, and Satisfaction with Service life. Using multiple Discriminant analysis, a set of discriminant weights for variables was generated for one sample and applied, with an arbitrarily defined cut-off score on the discriminant function, to the second sample. Error of prediction was 15% for the first sample and 13% for the second. Satisfaction with Service life carried the major predictive weight. It was recommended that actual behaviour rather than stated intention should be used as the re-engagement criterion in a follow-up study.

THE ASSESSMENT OF RE-ENGAGEMENT INTENTION: A FOLLOW-UP STUDY. (Research Report 7/68) Melbourne, Australia: 1st Psychological Research Unit, September 1968.

OWENS A. G. LTCOL

A follow-up was conducted of a previous study (Owens 1968) in which an attempt was made to predict re-engagement rates of 418 soldiers up to two months prior to expiry of their current period of engagement. The relationship of two predictive measures (a) a psychologists assessment and (b) the soldiers expressed intention in response to a questionnaire item to actual re-engagement behaviour was calculated.

The accuracy of the predictors was found to be 89.5% and 87.6% respectively.

The relationship of a measure of job satisfaction to both assessed and actual re-engagement was also calculated. It was found that a positive relationship obtained between satisfaction as measured and both assessed and actual re-engagement.

However the probability of a dissatisfied soldier electing discharge was greater than that of a satisfied soldier re-engaging.

SATISFACTIONS AND DISSATISFACTIONS OF NATIONAL SERVICEMEN WITH THE ARMY. (Research Report 5/67) Melbourne, Australia: 1st Psychological Research Unit, July 1967.

OWENS A. G. LTCOL

A content analysis was made of responses of 1295 National Servicemen to two questions inviting free comment on satisfactions and dissatisfactions with life in the Army and reasons underlying their choice on enlistment in the Regular Army. A high level of dissatisfaction was indicated which reflected on the level of man-management in the Army.

Short term satisfactions included personal and physical developments, peer group comradeship, and opportunities for travel. Dissatisfactions included the administrative climate, authoritarian management, and conditions of service.

The dissatisfactions listed were frequently given as reasons against joining the Regular Army but the satisfactions appeared transient and were inadequate compared with those in civilian life, as an inducement to enlist in the Regular Army.

A FURTHER STUDY OF FACTORS AFFECTING THE DECISION OF RE-ENGAGEMENT AMONG ARA SOLDIERS. (Research Report 1/68) Melbourne, Australia: 1st Psychological Research Unit, February 1968.

OWENS A. G. LTCOL

In replication and extension of a previous study (Owens 1967) 418 soldiers nearing completion of their current engagement were examined to assess their re-engagement intention and to validate and extend previous findings on some factors underlying the decision.

The overall assessed re-engagement rate of the sample was in the range 44-46%. No difference was detected between RAA - RA Inf and other corps. It was found that age and rank were significantly related to assessed re-engagement intention. The results suggest that other factors influencing the re-engagement decision include family responsibilities and influences, promotion prospects, civilian and Army comparisons in employment prospects, pay, work interest and attitudes to posting location, overseas service and the administrative climate.

JOB SATISFACTION AND RE-ENGAGEMENT INTENTION AMONG AUSTRALIAN REGULAR ARMY SOLDIERS.
(Research Report 7/67) Melbourne, Australia: 1st Psychological Research Unit, August 1967.

OWENS A. G. LTCOL

In this study the relationship of overall Army job satisfaction to re-engagement among Australian Regular Army is examined.

296 soldiers whose current term of service was due to expire within two months completed a questionnaire shown to measure overall satisfaction with Army life and the results were analysed in relation to expressed re-engagement intention.

It was hypothesised that a positive relationship would obtain between satisfaction as measured and re-engagement intention but that the probability that a dissatisfied soldier will elect discharge is greater than that of a satisfied soldier re-engaging. The hypotheses were confirmed. The implications of the findings for future research in this area are discussed.

ASSIMILATION INTO THE ARMED FORCES. (Technical Note 1/76) Melbourne, Australia: 1st Psychological Research Unit, May 1975.

OWENS A. G. LTCOL

A report presented to a meeting of TTCP Technical Panel U1, held in Toronto, Canada, in May - June 1975. The report outlines a theoretical approach developed for Australian purposes.

FACTORS AFFECTING THE DECISION TO RE-ENGAGE AMONG ARA SOLDIERS. (Research Report 2/67)
Melbourne Australia: 1st Psychological Research Unit, June 1967.

OWENS A. G. LTCOL

A sample of 288 soldiers due for re-engagement in May - June 67 was interviewed to determine motivations underlying the re-engagement decision. Particularly it was desired to relate motivations to the differential rate of re-engagement between Infantry and RAA Corps members and members of other Corps.

It was concluded that age and rank significantly affect the re-engagement decision in that men under 30 and in the rank of PTE or LCPL tended not to re-engage more than older and more senior men.

Of these two objective factors age is highly significant in causing the differential corps re-engagement rate. The most significant motivations underlying the re-engagement decision were:

- a. Intrinsic job satisfaction,
- b. advancement and development prospects,
- c. considerations of family responsibilities.

Other influential factors derived were -

- d. the Army's administrative climate and methods,
- e. conditions of service (pay, DFRBF),
- f. overseas service,
- g. interpersonal factors.

RETENTION IN THE ARMY RESERVE: A REVIEW. Sydney, Australia: HQ 2nd Division, Dept of Defence (Army), 1981.

PAYNE G. D. LTCOL

The findings of previous research into retention in the Army Reserve are summarized, with detailed discussion of eight previous studies. Some courses of action for consideration in the future are proposed.

A SCALE OF SATISFACTION WITH ARMY LIFE. (Research Report 8/67) Melbourne, Australia: 1st Psychological Research Unit, August 1967.

SALAS R. G. MAJ

Development of a unidimensional scale of satisfaction with Army life is described. The instrument met practically all the requirements considered necessary for a genuine Guttman scale including an Index of Reproducibility (IR) of .98. It is suggested that the scale items may load along an evaluative "good-bad" dimension, and give a more direct measure of satisfaction than scales using other, more indirect types of items.

SCALING THE SATISFACTION OF FEMALE OFFICER AND OTHER RANK MEMBERS WITH LIFE IN THE ROYAL AUSTRALIAN ARMY NURSING CORPS. (Research Report 5/69) Melbourne, Australia: 1st Psychological Research Unit, 1969.

SALAS R. G. MAJ

A questionnaire measuring satisfaction with Army life which was originally developed for use on samples of male other-rank soldiers in the Australian Regular Army was experimentally applied across a group of female members of the Royal Australian Army Nursing Corps. Included was a sub-sample of officers.

The questionnaire successfully discriminated between groups which were either favourably or unfavourably motivated towards continuing service after their present term expires.

Two tentative scales of satisfaction with Army life were derived from the questionnaire items, one for RAANC officers and one for other rank members.

The results from two other experimental instruments were also analysed and discussed.

REPORT FOR THE COMMITTEE OF INQUIRY INTO SERVICES PAY. Melbourne, Australia: 1st Psychological Research Unit, 1971.

SALAS R. G. MAJ
O'GORMAN J. G. CAPT and
GOODWIN C. P. MAJ

Certain attitudes of samples of serving male officers and serving other ranks of the Royal Australian Navy, the Australian Regular Army and the Royal Australian Air Force were determined by means of a questionnaire administered in May-June 1971.

Questionnaire items called for attitudes towards Service pay, remuneration generally, attitude change since joining and perceived attitudes of wives. Satisfactions and dissatisfactions with Service life were elicited and suggested improvements were invited.

Descriptive statistics in the form of response patterns were tabled and discussed and conclusions were drawn on both an intra and inter Service basis.

In addition an EXIT survey aimed to explore the motivation of two non officer service samples for discharge at their own initiative. Their future expectations and the attitudes of significant others was also examined.

The results indicated that Pay and to a lesser extent Postings constituted factors predisposing towards discharge and that inefficient management was seen to be the precipitating factor for the actual discharge behaviour.

A POSTAL survey called for a sample of recently discharged Service members to assess the results of their action in seeking discharge before the completion of their contractual term or in not re-engaging for a further term of service when indicated.

The great bulk of these respondents agreed that their actions had proved to be in the best interests of themselves and their families, the main benefits being perceived in the area of Pay and the normalization of Family Life.

Psychologist's interviews on a 10% sample of non-officer, serving members who completed a questionnaire survey of attitudes towards pay and conditions in the Royal Australian Navy, Australian Regular Army and the Royal Australian Air Force were analysed.

It was concluded that the main perceived advantages of civilian employment compared with equivalent Service employment lay in the field of Job Conditions. Conversely, Security was seen to be the main single advantage of Service life.

Only a tiny percentage of men identified more than three of eight elements of their active pay and continuing allowances and none knew more than four. Psychologists estimated that 25% of the Navy sample, 40.4% of the Army and 30.1% of the RAAF samples intended re-engagement for a further term of the Service.

The report was published in 12 parts as listed below:

- a. Interim Report For The Committee Of Inquiry Into Services Pay: (1) Male, Army Officers; (Res Rep 1/71)
 - (2) Male, Army Other Ranks; (Res Rep 2/71)
 - (3) Male, RAAF Officers; (Res Rep 3/71)
 - (4) Male, RAAF Airmen; (Res Rep 4/71)
 - (5) Male, Navy Officers; (Res Rep 5/71) and
 - (6) Male Sailors; (Res Rep 6/71).
- b. Final Report For The Committee Of Inquiry Into Services Pay:
 - (1) Questionnaire Survey: Serving, Male, Navy, Army and RAAF Officers; (Res Rep 7/71)
 - (2) Questionnaire Survey: Serving, Male, Sailors, Army Other Ranks and Airmen; (Res Rep 8/71)
 - (3) Psychologist's Interview: Serving, Male, Sailors, Army Other Ranks and Airmen; (Res Rep 9/71)
 - (4) Sailors, Army Other Ranks and Airmen EXIT and POSTAL Questionnaire Survey; (Res Rep 10/71)
 - (5) Questionnaire Survey: Authoritative Figures; (Res Rep 11/71)
- c. Appendix To The Reports For The Committee Of Inquiry Into Services Pay: The Questionnaires (Res Rep 12/71)

THE PSYCHOLOGISTS LOOK AT RETENTION.

SAVAGE R. D. LTCOL Australian Army Psychology Corps

A brief summary covering the definition, factor associations and prediction of retention. A "trouble shooter" industrial psychology intervention approach to retention is discussed.

THE SATISFACTIONS AND DISSATISFACTIONS OF MEDICAL OFFICERS IN THE SERVICES. (Research Report 2/74) Melbourne, Australia: 1st Psychological Research Unit, December 1974.

SUBRAMANIAM P. MAJ and
OWENS A. G. LTCOL

Distribution restricted to within Australia.

Part 3

MANPOWER ATTRITION

SURVEY OF FACTORS INFLUENCING SEPARATION AND RETENTION OF RAAF SERVICE OFFICERS WITH 20 OR MORE YEARS OF SERVICE. (Research Note 6/80) Canberra, Australia: Department of Defence (Air Office) Psychology Service, September 1980.

ALCOCK J.

650 RAAF officers with 20 years or more service were surveyed to determine reasons for either resigning or remaining in service. Domestic turbulence, erosion of conditions of service and loss of job satisfaction were identified as factors which may lead to resignation.

AN INITIAL INVESTIGATION INTO 1RTB DISCHARGE RATES. (Research Note 11/76) Melbourne, Australia: 1st Psychological Research Unit, June 1976.

BATE J. A. MAJ

During the early months of 1976 the ratio of recruits discharged from the 1st Recruit Training Battalion (1RTB) was felt to have increased disproportionately. The discharges for this period were compared with a similar period and differences discussed. The initial observation of a disproportional increase in discharges was confirmed. Comparisons of the two samples across biographical and test information were then discussed.

A STUDY INTO MILITARY DEVIANCY: PART I - METHODOLOGICAL PROBLEMS ENCOUNTERED; PART II - CONCLUSIONS FROM ANALYSIS. (Research Note 16/76) Melbourne, Australia: 1st Psychological Research Unit, January 1977.

BATE J. A. MAJ

This study had two aims:

- a. To document the methodological difficulties encountered in an analysis of military deviancy;
- b. To elicit information that could assist psychologists to identify potential military deviants.

Soft (interpretative) and Hard (non interpretative) data were examined, but many factors were unable to be analysed because of the amount of missing data.

PRELIMINARY ANALYSIS OF TRI-SERVICE RESIGNATION QUESTIONNAIRE DATA. (Research Note 5/81) Canberra, Australia: 1st Psychological Research Unit, October 1981.

ELEY M. J LTCOL AND JOHNSTON I. D. CAPT

Officer resignation questionnaires from the three Services were factor analysed in total and for each service individually. Six consistent but internally variable factors were identified leading to the conclusion that long term indices based on these factors would be unreliable indicators of reasons for resignation of officers. Further recommendations were made for analysis and application of the questionnaire.

3 DIV SURVEY ON MEMBERS SEEKING DISCHARGE. Melbourne, Australia: Headquarters 3 Division, 1978.

HQ 3 DIV

This survey of members seeking discharge produced only tentative results due to sample size and a generally poor response rate. Nevertheless, the clearest trend to be found within the sample of respondents was the importance of time clashes as a reason for seeking discharge. 62% of the sample cited Army Reserve duties clashing with work time commitments as a reason for seeking discharge, whilst clashes with social, family or educational commitments was cited by over a third of the respondents.

When respondents were divided according to length of service, while both groups cited employment and self education pressures at the same degree of frequency, longer serving members would be more likely to show concern about the family and social pressures, and items related to their job in the Army Reserve and the Army Reserve environment.

Several of the reasons listed as being amongst the strongest influences on discharge were external to the Army Reserve and therefore not subject to direct modification. A minority of respondents (less than one fifth) cite issues directly within Army Reserve control as reasons for discharge. Such issues centred around delays, inefficiencies, poor man management and generally a lack of communication. These were more frequently cited by longer serving personnel.

EXAMINATION OF MALE OFFICER WASTAGE. Canberra, Australia: March 1981.

JOINT WORKING PARTY ON OFFICER RESIGNATIONS

The separation reasons for male officers were identified for all three services by the use of a self administered postal questionnaire. The data gained is compiled and analysed.

A SURVEY OF REASONS OTHER RANKS FAIL TO RE-ENGAGE. (Research Report 35) Melbourne, Australia: 1st Psychological Research Unit, May 1958.

OWENS A. G. MAJ

This study was conducted because of concern over the 60% failure to re-engage of those eligible to do so. The study identified factors associated with dissatisfaction with the service domestic tensions and lack of personal recognition.

UNTITLED REPORT ON CAREER SATISFACTION OF OFFICERS AND WARRANT OFFICERS IN THE RAN. Canberra, Australia: RAN Occupational Analysis Unit, 1980.

RAN OCCUPATIONAL ANALYSIS UNIT

In 1979 the RAN Occupational Analysis Unit was tasked to undertake a survey of Officers and Warrant Officers. Responses from 1560 personnel were provided. A part of this survey dealt with career satisfaction and sought responses on a range of questions covering conditions of service, incentives to remain in service and reasons for early termination. It was from this particular section of the questionnaire that some of the following data was extracted.

In addition data was provided from an ongoing study, conducted by DNMP which seeks reasons for Officer resignations. This data was provided by Officers after resignation, in the form of written responses to a series of questions. Because of the short duration of this study, the data provided (from 71 respondents) should only be used as an indicator of trends.

The data represents only an extract of the information available from within both surveys, and is presented by branch, rank and educational level.

THE USE OF BIODATA IN THE PREDICTION OF ATTRITION DURING THE INITIAL YEAR OF SERVICE IN THE AUSTRALIAN REGULAR ARMY. (Research Note 1/79) Canberra, Australia: 1st Psychological Research Unit, October 1979.

TOMLINSON L. W. CAPT

The present study examines the utility of biodata in the prediction of attrition prior to the completion of the initial year of service in the Australian Regular Army. Five hundred and seven soldiers were identified as having been discharged prior to completing the initial year of service during the period 1 July 1977 to 31 December 1978. These were divided into three groups: those who were discharged prior to the completion of recruit training, those who were discharged after having completed recruit training but prior to the completion of initial employment training, and those who were discharged after having completed initial employment training but prior to the completion of the initial year of service. A random sample of 150 soldiers who had completed the initial year of service was used as a comparison group.

Certain of the biodata, collected during the initial selection interview for Army applicants, were analysed using a oneway analysis of variance. The results indicated that the variables in the study accounted for little of the variance. However, level of education was found to be the best predictor of group membership, supporting other recent studies in the United States and Canada.

The importance of the variables collectively was assessed using several discriminant analyses. The results of the initial discriminant analysis suggested that the three discharge groups could be sufficiently homogeneous to be treated as a single entity. A second discriminant analysis, among the three discharge groups, supported this. The final discriminant analysis compared those who had been discharged (as a single group) with the comparison group. The results indicate that even though there was a highly significant discriminant function it was relatively unimportant.

Even so, using the weighted variables in the discriminant function, 64.84% of the population were classified correctly using no adjustment for different group size and 77.17% were classified correctly when adjustment was made for different group size. Reasons for the differences were discussed and suggestions made for a procedure to test whether there were real differences between the groups or whether there were no differences at all. It was suggested also that further research is warranted following the encouraging results of the present study using only a limited number of biodata. Suggestions were made also in which directions the research could be directed and the introduction of a biographical questionnaire into the selection procedure was discussed.

RETENTION AND WITHDRAWAL OF PERSONNEL IN THE ARMY RESERVE: A STUDY IN HUMAN NEED FULFILMENT.
Brisbane, Australia, submitted as a partial requirement for the degree of Bachelor of Arts, Honours
(Psychology), at the University of Queensland, 1981.

TRUESDALE P. A. MAJ

This study proposed that a failure to satisfy individual needs in a leisure-time organisation, in this case the Army Reserve, would lead to withdrawal of personnel. It suggested that similar types of people seek to meet similar needs in the same leisure-time environment, because these needs are not satisfied in the work environment. Data were obtained by requesting four groups of soldiers to complete questionnaires. The groups were: enlistees at time of enlistment before any contact with the Army, recruits at the end of a two-week continuous exercise, serving members with at least 12 months service, discharges who had voluntarily left in the preceding 12 months. Each group of 100 soldiers included subjects of both sexes, aged between 17 and 50 years, from combat arms and support service units. The enlistees, recruits, and serving members completed the questionnaires under classroom conditions, and the discharges were circularised by post. Questionnaires with missing data that could not be completed by reference to the soldier's unit, were not included, and collection ceased when the group target of 100 questionnaires with no missing data had been obtained.

Data on three types of variables was collected: demographic, motivations for joining and reasons for leaving, personality and situational variables. Frequency counts, discriminant analysis, chi-square, Spearman's Rank Correlation coefficient, and contingency table analysis were performed on the collected data. Motivations to join correlated with those found by Gallimore (Note 1) ($p < .05$). Reasons for leaving mainly related to the individual's decision to use time in the work situation, or in study, for self-development. There were differences between enlistees and discharges on expected and realised group cohesiveness ($p < .05$), and between enlistees and all other groups on autonomy ($p < .001$). These similarities and differences have been discussed, and suggestions have been made to prevent some withdrawal of personnel. Future research is suggested at the level of the Army Reserve Unit, or in longitudinal surveys.

AN ANALYSIS OF MALE REGULAR ARMY OFFICER SEPARATIONS FROM JULY 1974 TO JUNE 1976. Canberra,
Australia: Directorate of Personnel Plans, 1976.

TUCKETT P. J. MAJ

1. Against the background of the persistent officer shortage, male Army Officer separations during 1974/76 have been analysed the aim of the analysis was to:
 - a. examine the current officer wastage reporting system;
 - b. assess the effect of wastage on Army manning; and
 - c. propose future reporting systems.
2. The existing reporting system was found to provide inadequate guidance for manning purposes. It is not responsive to the structure of the Officer Corps and does not adequately discriminate between variations in lost potential service.
3. Whilst there may have been some undesirable resignations, wastage levels have generally not contributed significantly to the officer shortage. The majority of officers leaving the Army had served for at least 20 years, and wastage rates have been inflated by the separation of Administrative and Technical List Officers. Length of service rather than age has been suggested as the strongest predictor of wastage. Present indications are that the number of separations is declining and this may lead to other difficulties.
4. Wastage was related to manpower turnover, which considers the manning system as a whole, both losses and additions. An index is proposed to assist in assessing the relative long term implications of losses.
5. Finally, a two level wastage reporting system is suggested. Level one is suitable for Joint Service and public information purposes as it abstracts from the complexities of single Service structural demands. Level Two reporting is designed to meet the detailed manning requirements of the Army and forms the basis for Level one reporting.

DATE
FILME
—8